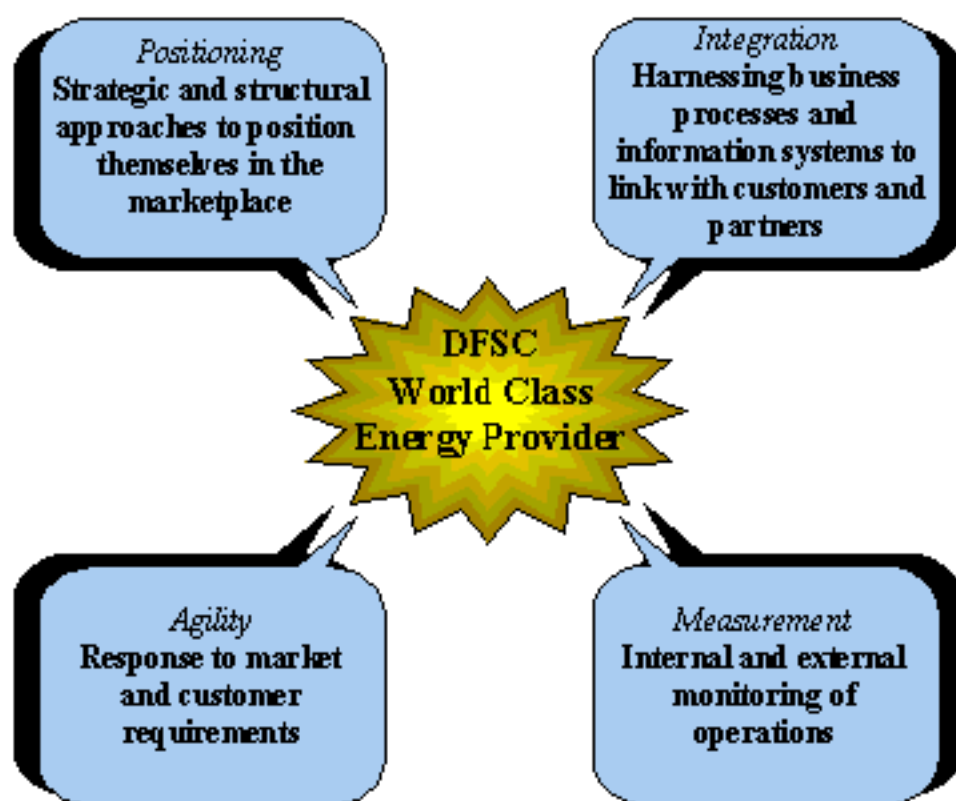




Defense Fuel Supply Center Multifunctional Career Development Program



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DFSC-DD

MEMORANDUM FOR DEFENSE FUEL SUPPLY CENTER (DFSC) EMPLOYEES

SUBJECT: DFSC Multifunctional Career Development Program

The vision of DFSC is to be recognized by our customers as the best and most effective energy support organization in the world. Our goal is to be a world class energy provider, with world class energy logisticians. The Commodity Business Process gives each member of the DFSC team a meaningful role in fulfilling our vision. Additionally, we need an agile, integrative and measurement oriented work force that has the capability and flexibility to perform a wide range of tasks and functions which requires a multifunctional work force.

As we move into energy markets of the future, DFSC must be positioned for new opportunities and ventures. A multifunctional work force has the capacity to carry our mission into these new ventures.

We encourage your participation and commitment to the multifunctional program. We believe this will not only help DFSC, but also will enhance your promotion potential and your marketability as a valuable, highly skilled logistician.

This policy and the training guide are your road map to a challenging career. We wish you much success in this new endeavor.

MARSHALL H. BAILEY, Ph.D.
Deputy Commander

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Defense Fuel Supply Center's Multifunctional Career Development Program

Policy



The Defense Fuel Supply Center's (DFSC) work force will become multifunctional so that we are positioned as a world class energy logistics organization, and fulfill the requirements of the Defense Acquisition Work Force Improvement Act (DAWIA). We will align ourselves with standard industry practices so we are positioned to develop and execute innovative business processes for the future. The strategy is:

- ◆ DFSC personnel vacancies in the Headquarters and Regions will be managed to incorporate the multifunctional process, and functions within the Commodity Business Units (CBUs) will be reengineered over time. The DFSC Executive Steering Committee has the commitment to develop a multifunctional work force within the CBUs. However, there will be a need for specialized functions and positions at levels throughout the entire DFSC organization, except for certain positions at the Division chief level and those at the CBU Director/Deputy Director level which must be multifunctional.
- ◆ In order to become multifunctional, DFR Americas will convert the 2010 and 2130 job series to the 301 job series, Inventory/Traffic Management Specialist.
- ◆ The long range goal is for the DFSC CBU work force to be multifunctional in the year 2007. The short range goal is to develop a cadre of employees with multifunctional skills, who would then be capable of competing for multifunctional leadership positions.
- ◆ The Multifunctional Training Program will be administered by the DFSC Work Force Development Office (DFSC-DOW) with assistance from DASC Human Resources and in cooperation and support with the Union.

Definitions



Career Broadening Job Opportunity

Intended for non-CBU GS 7/9/11/12 employees to have opportunities to compete for jobs in a CBU requiring multifunctional 1101 GS 7/9/11/12 job skills.

Job Series

The personnel classification job series used throughout this document are 301, Inventory-Traffic Management (DFR-A); 1101, Multifunctional; 1102, Contracting; 1130, Public Utilities; 1910, Quality Assurance; 2010, Inventory Management; and 2130, Traffic Management.

Mentor

A qualified individual who oversees and guides a participant in their career progression in a multifunctional program. The mentor may or may not be the supervisor who works with the participant in developing, implementing and managing the participant's training plan.

Multifunctional

Multifunctional for the DFSC Fort Belvoir CBU work force is defined as contracting and an additional "plus one" function used in the DFSC CBUs. Multifunctional in the DFSC non-CBU work force (including regions) is defined as two job specialty areas, and does not include contracting as a requirement. A multifunctional employee in a CBU will be competent at the journeyman level in contracting and at least one other "plus one" function.

Multiknowledgeable

Having an understanding and knowledge of more than one job function, and being able to perform the simplest of tasks in the functions. This is the first step towards becoming multifunctional. Multiknowledgeable employees have a broader perspective of the business processes in their work areas and are therefore more responsive to customer needs.

Multifunctional Team

The team consists of members with specific job series (1102, 1910, 2010, 2130), multifunctional job series (1101 or 301) or multiknowledgeable members. An organization moves toward multifunctional by using the team approach.

Multifunctional Core Function

The multifunctional core function for the headquarters is contracting. This will require a four year training program for those hired at the GS-5/7 level or upward mobility positions (leading to DAWIA level II certification), two years for those who are chosen at the GS-9/11/12 level (leading to a DAWIA level II certification), or a two year program resulting in DAWIA level III certification for those at the GS-13 and above level who qualify

under an intensive training agreement. Currently, participants will receive contracting training in one CBU rather than rotating assignments in different CBUs.

Multifunctional Plus One Function

Any CBU journeyman level job series function other than contracting. Examples are supply, quality assurance, transportation, or a combination of these functions. DFSC has five “plus one” training paths. A contracting-qualified participant will complete one of the following two-year training programs:

- ◆ Alternative Fuels combining the 1130 and 2130 job series,
- ◆ Bulk Fuels combining the 2010 and 2130,
- ◆ Facilities Distribution and Management 2010,
- ◆ Facilities Distribution and Management 2130, or
- ◆ Bulk Fuels 1910 job series.

NOTE: DFSC only provides training for the above “plus one” functions. DFSC hires employees for the other functions such as those requiring special certification and education, i.e., chemist, economist, engineer etc.

Rotational Assignment

Moving an employee within or between CBUs for the purpose of learning a new job. The assignment involves formal training classes and experiential on-the-job training (OJT). The training is documented and certified.

Training Agreement

A means to document training and contains a detailed training plan. All participants will execute a training agreement. Participants of an “intensified” training agreement are granted twice the DAWIA experience time for the actual time of a successfully completed training program. The intensified agreement will only be executed with employees at the GS-13 level and above.

Training Opportunity Assignment

A rotational assignment for the purpose of training an employee to qualify for a multifunctional 1101 position. The assignment is not a “job” assignment. Therefore, upon completion of the assignment, an employee may return to their previous position and job series.

Upward Mobility Assignment

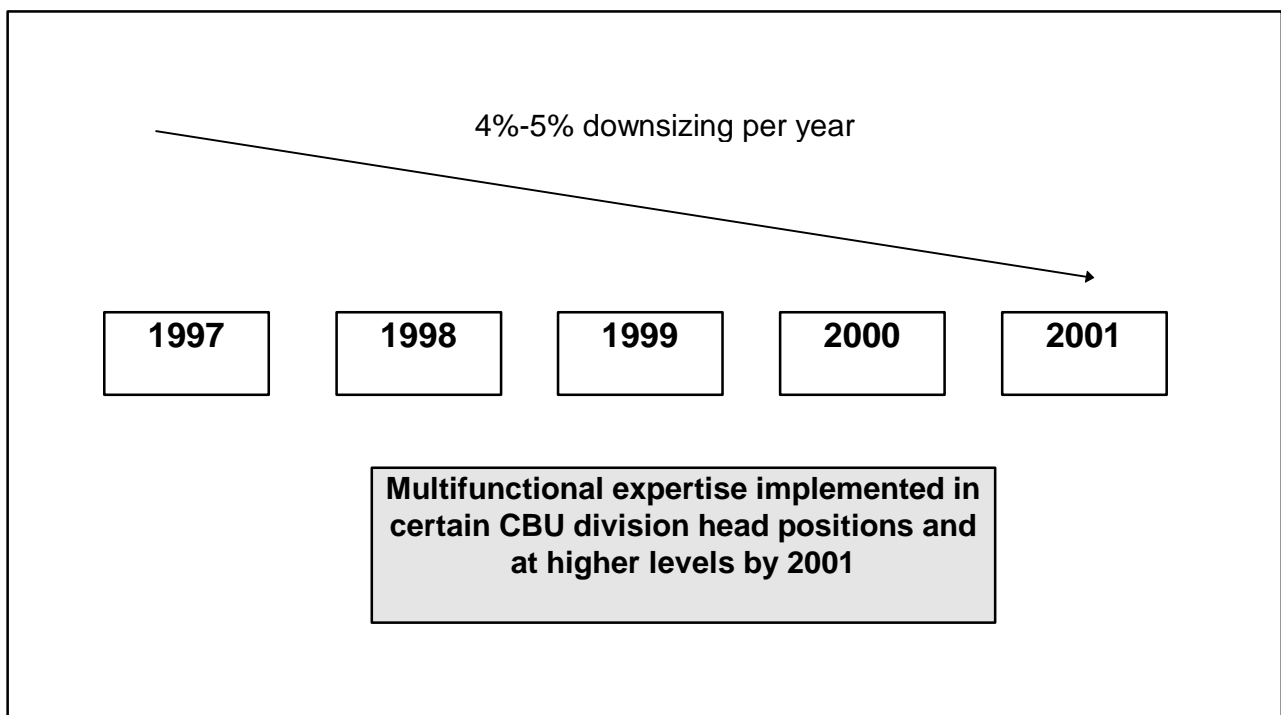
An assignment intended for GS 4/5/6/7/8 employees to have opportunities to compete for jobs in a CBU such as multifunctional GS-1101-5/7 (potential GS-12).

Background



The multifunctional process involves planned rotational assignments, on-the-job training, and formal training. The multifunctional approach fits into the commodity business structure by focusing on the process, product, and the customer.

DFSC continues to consolidate and reduce the number of divisions and branches across the organization. The DoD mandate for a supervisor to subordinate ratio of 1:14 continues. A multifunctional work force is a way to ensure a viable DFSC mission and effective work force.



Purpose



This document supplements the DoD-Wide Training Agreement for Rotational Assignments for Development of Key Personnel of the Department of Defense, conveyed by the October 29, 1981 memorandum from the Deputy Assistant Secretary of Defense, Civilian Personnel Policy. It gives DLA the authority, without further negotiations with the Office of Personnel Management, to establish multifunctional assignments.

This effort is designed to:

- 1) Increase the competence of the DFSC Work Force
- 2) Create a staffing pool of multifunctional skilled employees who will compete for and fill 1101 positions within DFSC

With an “intensified” training agreement, DoD allows a two for one experience time factor for the purpose of acquiring experience in contracting for DAWIA certification. For example, under a training agreement the four years experience required for DAWIA Level III, may be accomplished in two years.

This document and associated training guide describe how:

- ◆ DFSC employees accomplish rotational assignments, internships, on-the-job training and formal training for developmental purposes.
- ◆ DFSC develops employees to meet the immediate and long range needs for trained managerial replacements.
- ◆ The rotational assignments and the learned managerial/technical skills and knowledge will benefit both DFSC and the employee.
- ◆ DFSC intends to develop its world class logistics multifunctional work force.

Position Coverage



Our aim is to provide opportunity for the widest possible segment of the DFSC work force to compete for selection into the program:

- ◆ DFSC Center and Region GS 4/5/6/7/8 single grade progression employees (administrative/clerical) may compete for upward mobility job opportunities into a CBU. Employees selected under this program participate in a contracting internship and a “plus one” training program; these training paths will take a total of six years to complete. A job announcement with multiple opportunities will be for both CBU and non-CBU employees in these grades.
- ◆ New hires within the CBUs, such as outstanding scholars will be hired with the understanding that their career progression will require a two year “plus one” training assignment.
- ◆ DFSC Center and Region GS 7/9/11/12 double grade progression employees may compete for career broadening job opportunities into the CBU. Employees selected under this program may participate in a contracting internship and/or a “plus one” training program, as determined by the background of the participant. The result of completing the contracting internship is DAWIA Level II qualification. A job announcement with multiple opportunities will be for CBU and non-CBU employees in these grades.
- ◆ DFSC Center (CBU and non-CBU) and Region GS/GM 13s may compete for multifunctional training opportunities. Candidates may be assigned to any position for purposes of training. Under the two for one intensified training agreement, a trainee may complete the four year contracting internship in two years and/or may complete a two year “plus one” training program, as determined by the background of the participant. No candidate is eligible for placement at the conclusion of the program in a position which has positive education or professional requirements unless the candidate meets the specific DAWIA and Office of Personnel Management requirements. Employees who complete this program may return to their originating positions, their positions may convert to 1101, or they may compete for 1101 positions as they become available.
- .. DFSC Center GS/GM 14s will be offered training opportunities and may volunteer to participate in the program. The ESC will determine the long range training schedule. The 14s participating in an intensified training agreement may complete the four year contracting internship in two years and qualify for DAWIA Level III, and/or may participate in a two year “plus one” training program. GS/GM 14 employees who do not complete training necessary to qualify as 1101 multifunctional employees will not occupy supervisory positions subsequent to FY2002, if the positions they occupy are identified as 1101 job series.

Selection Process



The DFSC selection process meets the merit promotion guidelines, and agrees with DLA/DASC and AFGE.

Step 1. DASC-H receives and ranks applications.

Step 2. They prepare a list of highly qualified individuals for each position and give the lists to the chairperson of the DFSC Interview Panel.

Step 3. The DFSC Interview Panel interviews the applicants.

Step 4. The DFSC Interview Panel recommends who to select and where they will be assigned.

Step 5. The panel chairperson selects the participants.

The panel includes: Deputy Director, DFSC-F; Director, DFSC-P and Senior Procurement Official; Director, DFSC-A; Deputy Director, DFSC-B; a Union representative who will represent the interests of employees. The Union member will not vote on selections; and DASC-H representative will serve in an advisory capacity. The Chair will rotate annually among the CBU participants. The panel participants may delegate their involvement in panel activities.

Step 6. The selection board will select the applicants for the following:

- ◆ Category #1. Upward mobility job assignments for center and region GS 5 through 7 (Potential GS 12).
- ◆ Category #2. Career broadening job assignments for center and region GS 9/11/12 (Potential GS 12).
- ◆ Category #3. Training opportunity assignments for GS/GM 13s.

Step 7. The board will place those selected into “best fit positions” by considering the feasibility of rotational assignments and availability of position vacancies . The number of applicants selected for assignments is determined by the number of job or training assignments available in each of the above categories and the number of qualified candidates. The number of job or training assignments is provided only as an estimate:

- ◆ Category #1. Upward mobility GS 4/5/6/7/8 - annual solicitation for up to 5 assignments of an estimated maximum of 24 per year.
- ◆ Categories # 2. & 3. Including GS/GM 7/9/11/12/13/14 - annual solicitation for up to 19 of the estimated maximum of 24 per year. NOTE: GS/GM 14 volunteers will be placed in a training detail.

Training Program



Two elements of the training program are formal course work and experiential OJT. OJT is done through rotational assignments. Once placed in a rotational assignment, the participant will learn and work there 100% of the time. It is not expected that the participant will be required to perform any duties of their previous assignment. The training programs are intensive, and will not permit time to perform the previous assignment and a training assignment at the same time. Experiential OJT is very important for the training to be effective. OJT gives the participant first hand job experiences leading to significant skill development.

Use the training syllabuses in the DFSC Multifunctional Career Development Training Guide as guides/lists of the skills that are “learned by doing.”

The method of conducting OJT envisions participation in two business/process cycles. During the first cycle, the mentor/supervisor coaches the employee and demonstrates how the process should be performed. During the second cycle the mentor/supervisor “looks over the shoulder” of the participant while he/she is actually performing the job task. Once the participant performs the task to the satisfaction of the mentor/supervisor, the successful mastery of the task is documented in the syllabus.

A mentor/trainer in addition to the supervisor may be assigned, where appropriate. The mentor should be assigned based on recommendations from the trainee and the involved CBU management. Each mentor/supervisor and the participant will receive an orientation briefing on this document and the training guide.

If a rotational assignment means going to a position of a higher grade, the DLA/AFGE collective bargaining agreement requires **temporary promotions in lieu of details to higher grades when the assignment exceeds 30 days**. All program participants must complete a training agreement.

The second level of management monitors progress of the participant in the program.

Participation is administered via a training plan, consisting of standardized documents, and individually developed for each participant.

Training Plan

The Parts of Your Training Plan

- 1. Statement of Benefits and Relationship of Rotational Assignment to Present Job**
- 2. Summary of How to Use New Skills Upon Completion of Program**
- 3. Performance Feedback Documentation**
- 4. Multifunctional Position Description**
- 5. Training Syllabuses**
- 6. Formal Training Listing**
- 7. Individual Development Plan**

The mentor/supervisor keeps a copy of the initial training plan, and gives one to the participant, and DFSC-DOW. Distribute completed copies of the plan in the same manner when the participant completes the program. DFSC-DOW will give DASC-H a copy, as required. The responsible supervisor and the next highest level of management will verify and approve completion of training. DFSC-DOW will prepare the certificates of completion. The original completed training plan and all related documentation should be kept by the participant. Training plans developed under this policy do not require OPM approval prior to the assignment.

The individual development plan (IDP), part 7 of your training plan, lists the training to be accomplished for the entire program. Prepare the individual development plan (IDP) before the time of the employee's assignment. Make sure it is mission oriented, and (1) specifies the skills, knowledge and abilities to be acquired or sharpened, (2) contains a schedule

of appropriate developmental assignments and training, (3) is approved by the individual's mentor/supervisor. The individual development plan will include an in-depth orientation on the employee's new work assignment, actual on-the-job training, and formal training. (All parts of the training plan can be found in the *DFSC Multifunctional Career Development Training Guide*.)

Personnel Actions and Performance Appraisal During the Program



During the assignment, participants should be considered for any promotion or reassignment for which they would normally be considered.

Participants in the program will receive performance appraisals and periodic reviews consistent with DLAR 1434.1, Performance Appraisal for the Performance Management System (PMS), dated February 4, 1994. Specifically, "An employee who has been on long-term training or other lengthy absence from duty and has not completed the minimum 90 days of work necessary for a rating will not be eligible for a rating at the end of the appraisal period." To summarize, participants in long-term training programs will not receive performance appraisals.

For the job opportunity announcements, the regulation says, "...when an employee initially enters a position by means such as conversion, reinstatement, or appointment during the last 90 days of the appraisal period, he/she will not complete the minimum 90 days required for a rating at the end of the appraisal period. Under these circumstances, an employee's current performance rating of record will continue in effect until it is replaced by the delayed one." To summarize, participants in the job opportunity programs will receive appraisals annually.

We recommend participants receive at least quarterly informal performance feedback sessions. This frequency is based on the program being newly established and may subsequently be changed to a six month period. During these sessions, the training plan progress, and particularly the individual development plan and training syllabuses should be reviewed. (The performance feedback documentation can be found in the *DFSC Multifunctional Career Development Training Guide*.)

Length of Time for Training



Before reassignment or promotion to a specific target position, all participants must make up the difference in qualifications from what they bring into the program and the qualifications required by the program. The length of time for each training program is as follows:

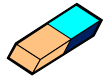
- ◆ Upward Mobility Job Opportunity - a six year program,
- ◆ Career Broadening Job Opportunity - a two year program, if the participant has either the "plus one" or contracting DAWIA Level II, otherwise the program is four years for both the "plus one" and contracting paths, and
- ◆ Training Opportunity Announcement - a two year program, if participant has either the "plus one" or contracting DAWIA Level III, otherwise the program is four years for both the "plus one" and contracting paths.

Placement Upon Completion of Program



Participants who successfully complete the upward mobility and career broadening job training programs will be assigned to a position within a CBU. Participants who successfully complete training under the training opportunity announcement may return to their previous assignment, or may be reassigned or promoted on a competitive basis into a CBU job series for which they qualify. While promotion may not necessarily result upon successful completion of the program, successful completion will be considered a significant merit factor for advancement.

Flexibility Provisions



A training plan may be modified to meet new requirements. However, every effort should be made not to extend the time period of the overall training program. All changes to the training plan must be made part of the participant's training records. Mentors/supervisors should provide copies of updated training plans to DFSC-DOW.

Training assignments advertised under a training opportunity announcement may be terminated by the officials responsible for the Program, and the participants involved in the assignments returned to their normal assignments when it is determined that such termination is in the best interest of the Government.

Assignments covered by a job opportunity announcement (upward mobility and career broadening) are considered full time civil service positions, and will be handled in the same manner.

Rotational Assignments



The rotational assignment program provides formal training and experiential OJT. The formal training includes both education requirements, i.e., college business courses and degrees, as well as training requirements such as Government courses to include DAWIA. This training may be on going during the time the trainee is participating in the rotational assignment, or as an adjunct to the rotational assignment. A rotational assignment provides the participant with the experience requirements, and specialty qualifications skills for the acquisition job series where the participant is rotated.

Rotational assignments are predicated on DFSC meeting staffing ceiling level limits, and the 4% to 5% overall staffing reduction per year.

Sample Rotational Assignment

An example of a rotational assignment is: a contracting employee rotated from Direct Delivery CBU into a transportation "plus one" training position in Bulk Fuels CBU will open a vacancy in Direct Delivery CBU. The vacancy in Direct Delivery CBU may be filled with the employee from Bulk Fuels with a "plus one" background in transportation, who needs to be trained in the core contracting function. The DFSC Interview Panel will decide on the rotational assignment scheduling plan, including a plan for the GS/GM-14s.

A TDY rotational assignment should be less than one year duration because of potential tax burdens for the employee. For longer assignments, the employee should Permanent Change of Station (PCS). DFSC HQ will fund the TDY or PCS expenses.

Ten Year Projection

The following is the ten year projection for rotational assignments. This ten year program is envisioned to qualify the entire CBU workforce in the 1101 multifunctional job series by the year 2007 :

- ◆ Up to 12 CBU non-1102 double interval progression employees will be selected for a multifunctional assignment each year till the year 2007. These participants will receive the skills and knowledge required for a DAWIA Level II or III 1102 job series.
- ◆ Up to 12 CBU 1102 employees will be selected for a multifunctional assignment each year till the year 2007. These participants will receive the skills and knowledge required for a “plus one” job series.
- ◆ A portion of vacancies in DFSC will be for competitive upward mobility single interval progression level employees interested in cross training to an acquisition career path. These participants will be placed in an 1102 internship and a “plus one” training program.
- ◆ A portion of vacancies in DFSC will be announced for competitive selection for non-CBU double interval progression employees interested in cross training to an acquisition career path within the CBU. These participants will be placed in an 1102 internship and a “plus one” training program.

Tuition Assistance

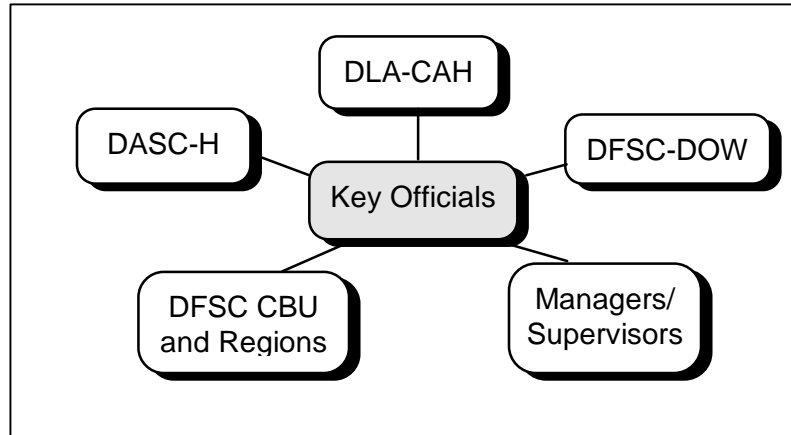


The Government must approve payment of training costs prior to training commencement. For each specified course where tuition assistance is desired, the student will initiate a DD Form 1556, with supervisor's approval/concurrence. Nothing contained in this section shall be construed as limiting the authority of DFSC to waive, in whole or in part, an obligation of an employee to pay expenses incurred by the Government in connection with this training program. The student agrees that:

- ◆ Upon completion of the Government sponsored training (as appears on the DD Form 1556 for each training event), he/she will serve in federal service three times the length of the training period; except that if he/she receives no salary for the time spent in training, the period of obligated service will be either one month or a period equal to the amount of time spent in training, whichever is greater. The length of part-time training is the number of hours spent in class or with the instructor. The length of full-time training is eight hours for each day of training, up to a maximum of 40 hours a week. This applies to all training that exceeds 80 hours and for which the Government approves payment of training cost prior to the commencement of such training.

- ◆ If he/she voluntarily leaves Federal service before completing the period of service agreed to, he/she will reimburse the Government for the tuition, lab fees, and required textbooks. However, the amount of the reimbursement will be reduced on a pro rata basis for the percentage of completion of the obligated service. For example, if the cost of training is \$900 and you complete two-thirds of the obligated service, you will reimburse the Government \$300 instead of the original \$900.
- ◆ Moneys due the Government as a result of failure on the student's part to get a passing grade in a course(s) may be withheld from any moneys owed the student by the Government, or may be recovered by such other methods as are approved by law.
- ◆ No later than 30 days after the course ends, or as soon after the grade is received, the student will forward a grade report to DFSC-DOW.
- ◆ If a student does not receive a passing grade in a course or voluntarily withdraws from a Government paid tuition course, the student is obligated to repay the tuition by making a check payable to the U. S. Treasury and returning it along with a copy of the DD Form 1556 to DASC-HP with a written explanation.
- ◆ If a student does not receive a passing grade in a course due to circumstances beyond their control, an exception to repayment may apply. Within 30 days of notification that he/she has failed a course or within two weeks of withdrawing from a class, the student must provide DFSC-DOW a written statement outlining these circumstances.
- ◆ If the student is receiving grants, scholarships or participates in the GI Bill, he/she is not eligible to receive tuition assistance from the Government for courses which are being paid for by other sources, thereby avoiding any dual compensation payment.

Officials Responsible for the Program



The Director of civilian personnel, DASC-H has the delegated responsibility for program direction, control and guidance. Control of the program at the local level will be maintained through analysis of progress reports made by participating functional elements and field activities. Within DFSC, program achievement will be analyzed through periodic surveys and as appropriate, on-site inspections by survey teams in DLA-CAH. The DFSC-DOW will periodically review progress records of the participants, and assist the managers and supervisors in administering the program. The principal responsibility for the program rests with the managers and mentors/supervisors of the participants. The participants will be guided by the mentor/supervisor to ensure they develop the skills necessary to reach their full multifunctional potential, through both OJT and formal training.

DASC-H will liaison with the manager of the functional area(s) where assignment training is on going. They will make sure that the participant receives the training necessary to accomplish the objectives of the program. DASC-H will provide advisory services and assistance to the manager and supervisor.

The DFSC CBU or Region managers are responsible for rotational assignments in their respective areas. They will collaborate with DASC-H. With assistance and guidance from DASC-H they will negotiate rotational assignments, if required, evaluate progress of participants as required, and ensure effective development of participants. They will keep the CBU Directors/Region Commanders advised of participant progress.

The position description, multifunctional job series OJT checklists, formal training requirements matrix, individual development plan, and the performance appraisal and progress report documentation are all part of a training agreement.